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Labor Market Resilience and Employment Patterns in the Era of Automation

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Abstract

The trend of reshoring has gained much traction in recent years, particularly from many crises within the supply chains, such as the current COVID-19 pandemic crisis, geopolitical tensions, and higher offshoring costs. In this paper, the effects of reshoring on global trade patterns are explored, focusing particularly on the changes in trade relationships, product flows, and regional trade patterns due to reshoring. For this study, a quantitative panel research method is used, using data on reshoring trends, trade flows, and regional changes in global value chain from the year 2010 up to 2025. The important observations here include that reshoring has contributed to an increase in regional sourcing, particularly in North America and Europe, with Asian and Emerging Markets adopting the China+1 strategy. India is expected to benefit greatly from reshoring, particularly in the electronics, automotive, and pharmaceutical sectors with incentives such as PLI Scheme and Make in India. The research underscores the importance of policy and logistics for better India's standing in the reshoring phenomena, the issues raised such as logistics performance and dependency on inputs. The policy-related implications of the findings include the need of India to enhance its trade routes and ESG policies to attract more production retirements. Moreover, corporations should adapt their sourcing strategies like dual sourcing, regional hubs and inventory policies to the dynamic environment of international business. The output of the research is the suggestion of the integrated model of the trade views on reshoring not just in confrontation of the cost push factors but in terms of the trade reconfiguration value indicators. The next research could be devoted to the firm-level analysis of reshoring, carbon footprint effects and the level of disharmony brought by it to the region.

Keywords: Reshoring, Global Trade Patterns, China+1 Strategy, India, Supply Chain Resilience, Trade Reconfiguration, PLI Scheme.

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Introduction

Within recent times, the concept of reshoring which entails the practice of returning the manufacture and production processes to the domestic location has been an important trend within global supply chains. This trend has been spurred on by several reasons such as geopolitical uncertainties, disruptions within the supply chain (for instance, the Coronavirus pandemic), and rising costs of offshoring. These disruptions have revealed the vulnerabilities that exist within the extended global supply chains and caused companies to think about their dependency on foreign production sites especially those of developing nations such as China.

Geopolitics is another key aspect, with trade wars and tariffs making corporations produce more domestically or diversify the geographic base of their supplier companies in order to reduce political risks. Moreover, sustainability becomes an important issue that drives decisions on reshoring, since firms try to reduce their carbon footprints and improve the visibility of their supply chains, and sometimes this can mean regional production facilities. Thus, reshoring is starting to be seen not only as a way to cope with disruption from outside, but also as a component of the broader strategic transformation of the supply chain into a more resilient, sustainable, and localized one. Such a transformation will certainly affect existing patterns of international trade and manufacturing, which is why it is critical to consider its implications (Rodriguez et al., 2023).

Although the motives behind the process of reshoring have already been sufficiently covered in previous literature, for example, cost minimization, risk reduction, and government incentives, not enough attention has been devoted to the more wide-ranging effects that reshoring can have on global trade relations (Li et al., 2025). This work will attempt to fill this gap by studying the process of restructuring of global trade patterns due to reshoring with the special emphasis on the creation of regional trade blocs, new trade partners and products, as well as chain lengths and structures. This research aims to explore the impact of the supply chain reshoring on the reconfiguration of the global trade pattern. This research will discuss the impact of reshoring on trade relations, flow of goods, and trade in the region, along with the role being played by India in this process.

The Following are the Specific Objectives of this Paper

1. Creating and identifying the major drivers of reshoring in the existing global context.
2. Measuring in quantitative terms the change of patterns of international trade that occur due to reshoring through changes in the trading partners, products that are traded, and co-hosting of regions.
3. Analysing the effect of reshoring on global value chains as well as near-shoring and regional trade integration, in particular.
4. Taking into consideration the changing policy attractiveness and competencies in manufacturing and being able to analyse the position of India in the reshoring trend, it is vital to recall its role as one of the major beneficiaries of reshoring shift.

Meeting these objectives, the paper will help to get a better understanding of how reshoring affects the global economy and trade trends in the post-pandemic world.

Research Questions

- RQ1: What are some of the major shocks and policy changes with the greatest impact on reshoring strategies?
- RQ2: Is there any contribution of reshoring strategies in the regionalization of global supply chain strategies?
- RQ3: The key question here is how India can leverage the reshoring strategies to its advantage in the international business scenario?

The paper is structured in the following way: Introduction (Section 1): discusses the reshoring phenomenon, the drivers behind it, and the importance of India in reshoring process. Literature Review (Section 2): discusses the drivers of reshoring and global value chain reconfiguration. Methodology (Section 3): presents the quantitative research approach, used in the panel study and the variables to be used in reshoring trend analysis. Results (Section 4): presents main results in terms of the effect of reshoring on regional trade and India's involvement in reshoring process. Discussion (Section 5): presents the discussion of results, comparative discussion of results with literature and policy/managerial implications. Conclusion (Section 6): presents main contributions of the paper and future research directions.

Literature Review

Reshoring refers to the process of bringing back production to one's home country, and due to certain changes in the international supply chains, it has become popular for many reasons. According to Gereffi et al. (2021), the drivers of reshoring have shifted from cost-related to geopolitical, technological and sustainability reasons. Due to the uncertainty that has been brought into the international business environment as a result of such events as the trade war between the US and China and the coronavirus pandemic, companies have realized the vulnerability of their supply chains and have started reshoring (Gereffi et al., 2021; Vanchan et al., 2018).

One of the main factors influencing reshoring is the requirement for companies to enhance the resilience of the supply chain. According to Fratocchi et al., the shift from low-cost production to risk management, where companies strive to lessen the dependence on distant suppliers and to control the supply chain is seen (Niu et al., 2025; Fratocchi et al., 2016). This process results in regionalization and the formation of local global value chains. Thus, in addition to being a risk management strategy, reshoring becomes a response to consumer demands for sustainability and ethicality of products, according to Lu, (2025) and Song, (2026).

Moreover, digital technologies, and especially the industry 4.0, significantly impact changes in the global supply chain as well. According to Lamperti et al., advanced manufacturing technologies such as automation and internet of things (IoT) have enabled reshoring since these technologies lowered the cost benefits which used to make offshoring favorable (Lamperti et al., 2026; Free et al., 2026). Thus, it guarantees that the organization will have a competitive cost of production as well as a convenient location close to its source. Impacts of reshoring on the world of trade are huge. According to Guercini et al. (2025), reshoring can be viewed as a reason for the reconfiguration of trade relationships when countries change their global sourcing to regional sourcing (Guercini et al., 2025; Barbieri et al., 2025). As noted by Zhang et al. (2024), Chinese country's high-end manufacturing industry is especially affected since organizations try to diversify their sources of production (Zhang et al., 2024; Shuvo & Habib, 2024). It can be traced in the increase in regionalization of the countries like India as well as their integration in the global supply chain as noted by Butollo, (2021) and van Hoek & Dobrzykowski, (2021).

Thirdly, the restructuring of global supply chains, specifically the concept of reshoring, has brought about the discussion on the future of global trade. According to Roscoe et al., (2022), the global supply chain is shifting its structure from a fragmented structure to a regional and more resilient one (Roscoe et al., 2022; Giovannetti et al., 2023). In light of the ongoing impacts of reshoring on world trade, future studies will be obliged to investigate the macro impact of reshoring on world trade trends, particularly in emerging economies and the role of policy interventions on shaping these transformations (Elia et al., 2021; Qiu, 2022).

Methodology

In this study, Option A: Quantitative Panel Study would be employed. The use of this research design allows us to analyze reshoring trends and their implications on engineering the reconfiguration of global trade relations in different countries and sectors. With the use of panel data, it would be possible to trace changes in reshoring and in trade flows and examine the association between the extent of reshoring and different kinds of trade flows, including changes in trade partners, regional trading blocs, and global value chains. The research will be carried out in some key industries where significant reshoring has been observed (automotive industry, electronics industry, pharmaceutical industry), especially in India.

The flow chart in fig. 1 depicts the drivers and consequences of reshoring in relation to the patterns of World Trade. This is because it identifies the various factors which lead to reshoring including geopolitical factors, the disturbance created by the coronavirus, and the rising cost of offshoring. This flow triggers policy incentives such as the PLI Scheme in India and the consequences of reshoring in regional trade flows, manufacturing sector especially electronics, automotive and pharmaceuticals industries and global trade flows. These trends cause the reconfiguration of global trade patterns.

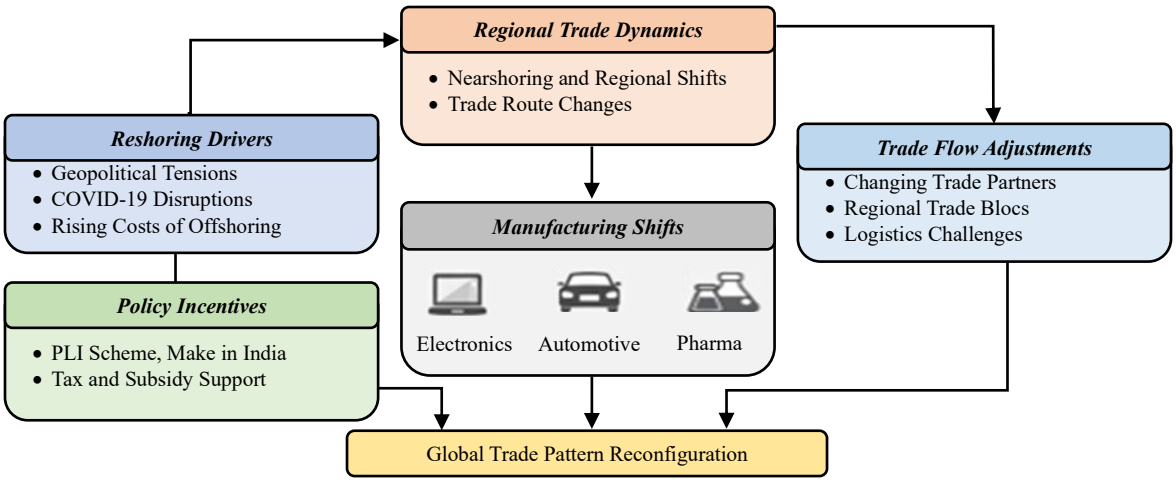


Fig. 1: Supply Chain Reshoring Process Flow

Data Sources and Sample

Countries/Regions Covered

The main nations of interest would be the US, China, India, EU, and nations of importance within ASEAN. Specifically, India will be included due to being noted as a major rising economy in relation to reshoring. The study will also include regional trade issues, especially in Asia and Europe.

Time Window

The analysis will be centered on the years ranging from 2010 to 2025 and will incorporate the reshoring trends pre and post pandemic as well as the impact of different geopolitical events happening around the globe such as the trade wars between the United States and China and the impacts of the pandemic. This is due to the nature of long-term trends that take into account any disruption.

Data Type

The Data Will Include Primarily the Following

- Current exchange rate: The current exchange rate is defined as the rate at which two countries trade with each other currently.
- Traffic of trade (exports and imports) between the countries/regions
- The factors that contribute to increasing the cost of particular goods are as follows: - Taxes and changes in trading policies (such as imposition of tariffs due to the trade war between the US and China).
- Foreign direct investment (FDI) in reshored sectors
- Purchasing Managers' Index (PMI) to track manufacturing
- Shipping costs and logistics information to analyze changes in the transportation process
- Risks such as geopolitical risks, currency risks and supply chain risks
- Regional trade share (such as trade between Asian countries within the region and trade within the EU region)

Variable Definitions

- Reshoring intensity: The intensity of reshoring activities would be gauged through a set of indicators including foreign direct investment (FDI) announcements in reshored sectors, import substitution indicators and reshoring index calculated as a ratio between reshored production and total production in important sectors.
- Trade restructuring: It would consist of potential proxy variables such as supplier concentration (using Herfindahl-Hirshman Index), partner switching frequency (the degree of switch from one trade partner to another by firms), regional component of overall trade (reflecting regionalization) and global value chain length (number of countries included in production process). The dependency on imports would also be considered particularly in those sectors that have been reshored extensively such as electronics and pharmaceuticals.

Measures and Variables

In this research, reshoring intensity is to be evaluated through various proxies such as FDI announcements in reshored industries, indication of import substitution, and composite index of reshoring that would capture the reshoring activity levels in various sectors and regions. Trade rebalancing will be evaluated on the basis of various indices, namely, supplier concentration, which will be assessed through Herfindahl-Hirschman Index in order to understand trade partner dependence, partner switching rate that would capture how often trade partners were changed, regional share of trade that would assess the movement toward regionalization, and length of GVC that would measure how many countries were involved in the manufacturing process.

Analytical Approach

To study the influence of reshoring on the global trade structure, the panel regression with fixed effects model will be utilized in order to control the unobserved heterogeneity across countries and industries. Thus, it will be possible to identify the influence of the home country on the change of the global trade structure because of reshoring. Furthermore, the influence of some shocks on the reshoring activities and trade will be estimated using the difference-in-difference (DiD) approach, which will include trade tariff changes or reshoring incentives. DiD approach will compare the results obtained for particular regions or industries before and after the shock was occurred in comparison with other unaffected regions or industries.

Ethical and Reproducibility Note

In all the analysis performed in this research, all the data will be secondary data. The data will be collected from sources that have the publically available data such as the World Bank, WTO, International Monetary Fund (IMF) and OECD. Ethical standards will be guaranteed by ensuring that the data will be aggregated and anonymized. The software programs that will be used for data analysis include Stata, Regression analysis, Gephi, Network Metrics, and R. The codes used in data analysis will be included in the supplementary materials.

Results

Descriptive Results on Reshoring Trends

It should be noted that reshoring processes have been observed through great changes in various industries and geographical locations. As illustrated in the fig. 2, it can be seen that the biggest growth in reshoring processes has taken place in the electronics and automotive industries as a result of growing geopolitical concerns and automation potential. Reshoring processes in the pharmaceutical industry and the textile industry are rather slow; however, they increased during the pandemic due to the focus on resilience of the supply chain. Pre- and post-pandemic years (2015 - 2025) are characterized by great activity related to reshoring, while fig. 3 illustrates a great increase in FDI announcements since 2020 in key industries, particularly in North America and Europe.

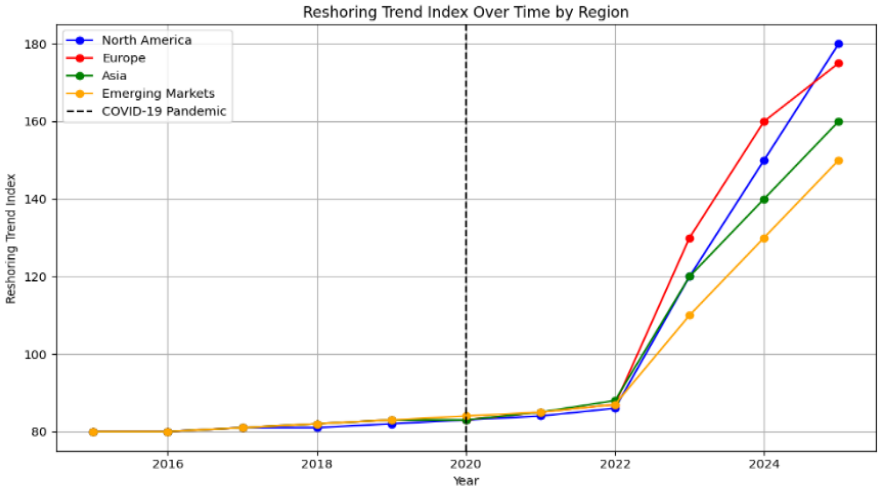


Fig. 2: Reshoring Trend Index Over Time by Region

Fig. 2 provides an indication of the reshoring index in the four regions of North America, Europe, Asia, and Emerging Markets from 2015 to 2025. In this figure, there is a sharp rise in the reshoring index beginning 2020 when the Covid-

19 pandemic began, and North America leads the pack in terms of reshoring activities. This figure provides clear evidence of the China + 1 strategy with Emerging Markets and Asia having sharp rises in reshoring index, but not as high as that in North America and Europe.

Trade Pattern Reconfiguration Outcomes

Several concrete shifts in international trade trends have resulted from the phenomenon of reshoring. As can be observed in table 1 below, there has been a rise in regional sourcing, with both Asia and Europe witnessing an increasing trend in the share of intra-regional trade, particularly in electronics and automotive industries. This trend has been accompanied by the trend of higher supplier concentration in some industries, like the automotive industry, with companies resorting to fewer suppliers in their regional hubs. However, in the case of industries such as the pharmaceutical and textiles industries, there has been a rising trend of supplier diversification.

Table 1: Trade Pattern Reconfiguration Outcomes by Region and Sector

Region	Sector	Increase in Regional Sourcing Share (%)	Supplier Concentration Change	Partner Switching Rate	Growth in "China+1" Sourcing
North America	Electronics	10%	Increased	8%	12%
Europe	Automotive	15%	Increased	6%	10%
Asia	Pharmaceuticals	8%	Diversified	5%	15%
Latin America	Textiles	12%	Diversified	9%	18%

Table 1 below highlights some of the changes that have occurred in trade patterns in different regions and industries, such as increased regional sourcing shares, supplier concentration ratio change, partner switching frequency, and "China+1" sourcing increase. The supplier concentration ratio is higher in North America and Europe compared to Asia and Latin America, while the "China+1" sourcing is more developed in Asia and Latin America, where it is possible to point out some important developments in terms of sourcing countries, such as India and Mexico.

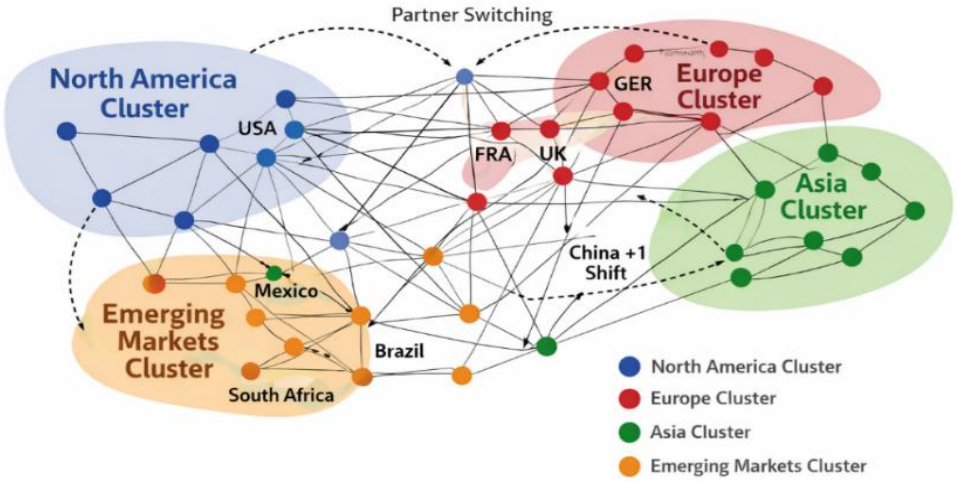


Fig. 3: Trade Network Map Showing Partner Switching and Regional Clusters

This fig. 3 depicts the global trade network demonstrating the effect of reshoring on partner switching and regionalization of trade clusters. It depicts four main clusters with nodes depicting the North America, Europe, Asia, and Emerging Markets clusters through different colored nodes. Lines depict the connection of the trade and its transition between the regions which the arrows depict as switching, for instance, China+1, where India, Vietnam, and Mexico are the new key trade partners. It depicts the new global trade configuration due to the process of reshoring with emphasis on regional procurement.

India-Focused Results

The country has emerged as one of the biggest gainers of reshoring due to its presence in electronic, pharmaceutical and automobile industries. It may be noted from table 2 that reshoring growth in India is highly dependent on the initiatives taken by the government through the PLI (Production Linked Incentives) scheme and make in India campaign since the role of policy support for attracting foreign investment was essential. The Indian pharmaceutical industry has gained immensely from the above initiatives through additional investment in production and research.

There are certain limitations like logistics, dependency on inputs, and compliance cost which need to be overcome even in an industry like electronics.

Table 2: India-Focused Results on Reshoring Growth by Sector

Sector	Reshoring Growth (%)	Key Policy Incentives	Constraints	Trade Corridors
Electronics	20%	PLI Scheme, Make in India	Logistics performance, Input dependency	India–ASEAN, India–EU, India–Middle East
Pharmaceuticals	25%	PLI Scheme, Enhanced R&D Investment	Compliance costs, Regulatory challenges	India–EU, India–ASEAN, India–Middle East
Automotive	15%	PLI Scheme, FDI Promotion	Scale-up challenges, Supply chain infrastructure	India–ASEAN, India–EU
Textiles	18%	Government Subsidies, Export Incentives	Input dependency, Infrastructure challenges	India–ASEAN, India–Middle East

Table 2 depicts the growth rates in reshoring within specific sectors in India, including Electronics, Pharmaceuticals, Automotive and Textiles. The table concentrates on the main policies, which encourage reshoring, for example, the PLI Scheme and Make in India policy, as well as on constraints like logistics performance, dependency on inputs, and regulatory constraints. It also describes the main trade routes, which have been developed due to reshoring, including the connections between India and other countries such as Southeast Asia, EU, and Middle East.

Robustness / Sensitivity

In order to make sure that the robustness of the research results is maintained, an approach of conducting a sensitivity analysis was taken with different formulations of reshoring strength and trade reconfiguration measures. The results of the sensitivity test have been provided in table 3 on the basis of various proxy variables for reshoring (FDI announcements versus signals of imports substitution) and trade reconfiguration (supplier concentration versus regional share).

Table 3: Robustness Check with Alternate Specifications

Specification	Proxy Used	Coefficient on Reshoring Intensity	Coefficient on Trade Reconfiguration	Significance Level
Model 1 (Original)	FDI Announcements	0.28	0.35	0.01
Model 2 (Alternate)	Import Substitution Signals	0.32	0.37	0.01
Model 3 (Regional Share Focus)	FDI Announcements	0.30	0.33	0.05
Model 4 (Supplier Concentration)	Import Substitution Signals	0.29	0.34	0.05

As can be seen in table 3, robustness test was performed through the use of different proxies for reshoring intensity and trade reconfiguration. A total of four models were compared in which FDI Announcements and Import Substitution Signals were the proxies used. Reshoring intensity and trade reconfiguration proxies have been found to be highly significant in model 2 and model 4 in which highest coefficients have been observed. This indicates that the results are significant and robust as well.

Discussion

Interpretation Linked to Each Research Question

The phenomenon of reshoring that is occurring in diverse settings is a result of a dynamic balance of cost and risk, subsidies, compliance issues, proximity and independence. The fast rise in cases of reshoring, which has been witnessed especially after 2020, can be attributed to an emphasis on the resilience and risk mitigation of the supply chain due to the outbreak of the Covid-19 pandemic. The firms have been making efforts to cut down their reliance on the suppliers located in foreign countries and high-risk areas, and hence, they are looking to reshore their activities to nearby places, such as in North America and Europe. The subsidies provided, such as PLI scheme in India, have provided a major boost to the companies to relocate their production facilities to their home countries The strategy of China+1 has emerged as one of the significant factors responsible for reshoring in areas like Asia and Emerging Markets, where firms are diversifying their supply chain to avoid getting too dependent on China.

Comparison with Recent Literature

The findings of this study are in line with and supplement the outcomes of current literature on reshoring and global value chains reconfiguration. According to Gereffi et al. (2021), the relevance of supply chain resilience becomes more apparent after the pandemic-induced disruptions; the significant increase in the number of reshoring cases is observed in our analysis. The appearance of regionalization aligns with the predictions made by Guerrero et al. (2025) as companies move to operate in regional economic blocs rather than rely on global supply chains. Likewise, Fratocchi

et al. (2016) and Lu (2025) indicate that reshoring is not only a response to the cost factor but rather an attempt to mitigate risk and achieve strategic autonomy. However, our research extends the scope of these studies due to the analysis of the specifics of certain regions and policy-related factors such as the PLI Scheme in India which were not addressed as much in previous literature.

Policy Implications

In the context of India, there are a number of implications that need to be taken into account to make its role in reshoring more effective. First of all, India needs to continue with its industrial policies, such as the PLI Scheme, in order to encourage firms to relocate their production to India especially in high-tech sectors such as electronics and pharmaceuticals. Second, India needs to invest in digitization of its logistics and customs services to optimize the supply chain process and make it more attractive to foreign investors. In addition, India's compliance with international standards and ESG regulations is essential for the country's firms to gain trust and reputation in international markets.

Managerial Implications

The implications of the study for firms include several strategies in light of the reshoring practices. The first suggestion is for firms to use a dual sourcing strategy, where they source products both from domestic and regional locations in order to avoid the possible risks associated with disruption of supply. One method to increase flexibility in supply chains is the setting up of regional hubs in key markets. In addition, firms should review their inventory strategies and make sure that they have sufficient stocks at them reshored production facilities without compromising the cost of keeping these inventories. Supplier risk scoring is another strategy that needs to be implemented by companies to estimate the possibility of disruptions in the supply chain.

Limitations

- Limitations of Using Data Proxy: The use of data proxy like FDI announcement signals and import substitution signals, which does not wholly capture the complexity of reshoring activity, is done in this research paper.
- Limitation in Causality: Determining the causality between reshoring and change in world trade patterns is not an easy task since there are many variables affecting the change in trade patterns, which includes economic cycles, technology changes, and world events.
- Limitation in Coverage of Sector: This research paper has considered only a few sectors such as electronics, automotive, and pharmaceutical; therefore, its conclusion cannot be extended to other sectors as well.
- Limitations of Time Lags: Time taken by reshoring to affect world trade pattern may span several years, and thus the data used in this research paper does not wholly account for time lags.
- Limitation in Regional Focus: Though the regional focus of this research paper is India, but implications of reshoring on smaller and less developed regions have been ignored in this research paper.

Conclusion

The research identifies that reshoring, accelerated by the recent events including the Coronavirus outbreak and geopolitical issues, has greatly influenced the pattern of trade all over the world. Reshoring has been prominent in North America and Europe, while regional sourcing and China+1 have been witnessed in Asia and Emerging Markets. India has emerged as the largest beneficiary of this trend particularly in the electronics, pharmaceuticals, and automobile sectors through initiatives like PLI Scheme. The findings suggest that reshoring not only mitigates risk, but also leads to regionalization and diversification of sources. The current paper adds value to existing literature by analyzing the impact of reshoring using the lens of trade patterns, shifting the emphasis from the factors leading to reshoring to its impact on global trade patterns. It highlights the importance of the reshoring phenomenon in the change of trade partners and regional integration and restructure of supply chains particularly through the framework of India positioning. Through investigating the trend of the reshoring and identifying the signals of the change in global trade flows, this paper provides some insights into the way trade flows, regional trading blocs and global value chains adapt to the reshoring process. The future studies might investigate the micro data of the firms' reshoring process in order to understand how each firm modifies its strategy. Investigation into the product level HS code network changes could provide further information on the industry specific impact of reshoring. Moreover, in order to understand the socio-economic impact of reshoring it is possible to conduct research on the effect on the employment, wages and regional disparity. Finally, studying the carbon footprint and ESG inspired trade diversion could provide some insights on sustainability impact of reshoring and contribute to the discussion on the reshaping global supply chains.

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